

European Competence Centre for Social Innovation  
ALMA Network

# **Work Programme 2026**

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## Background

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ALMA – which stands for ‘Aim, Learn, Master, Achieve’ – is an EU initiative<sup>1</sup> aimed at supporting young people who are not in employment, education, or training (NEETs). More information can be found on the ESF+ SI+ Initiative website<sup>2</sup>.

### Objectives of the ALMA Network

The ALMA Network was established on 28 September 2022 as the successor to the TLN Mobility Network, with the following objectives:

- to support Member States (MS) and regions launching ALMA calls under their national and regional European Social Fund Plus (ESF+) Programmes 2021–2027.
- to encourage more MS and regions to participate in ALMA.

The ALMA Network is organised and supported by the European Commission (EC) and the European Competence Centre for Social Innovation under the ESF+ Social Innovation+ Initiative.

### Composition of Members

The ALMA Network<sup>3</sup> consists of ESF+ Managing Authorities (MAs) and Implementing Bodies (IBs) at national and regional levels that are currently implementing or planning to implement ALMA measures under their national or regional ESF+ Programmes 2021–2027.

### Ensuring members' involvement

The work of the ALMA Network relies heavily on the active participation and commitment of its members. With the support of the European Competence Centre for Social Innovation and the EC, the Network maintains an open and mainly self-organising peer-review platform and exchange network for MA/IB practitioners by MA/IB practitioners. There is a lot of experience from previous mobility projects or the former TLN Mobility Network that Network members can leverage, and a range of models for implementing ALMA mobility measures that can be adapted to local needs.

The Network follows a bottom-up and participatory approach by shaping the Work Programme based on members' needs (see chapter ‘Teamwork organisation and logistics’ below) and feedback. Members are actively involved in the planning, design, and content of meeting agendas, in four self-organised thematic sub-groups, work programmes or other documents, working methods, etc., and are encouraged to bring in their own topics.

The Work Programme 2026 is to be seen as a ‘living document’, which will remain open for further development throughout the work process.

## Key Lessons Learned From 2025

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Throughout 2025, the ALMA Network continued to function as a forum for the exchange of practices and implementation experiences at regional and national levels while progressively strengthening its strategic contribution. This development was reflected in increased engagement in policy learning and improvement, and in contributions to the strategic positioning of ALMA beyond 2027 in the next EU multiannual financial framework (MFF) 2028–2034. In line with its objectives, the activities of the ALMA Network focused on identifying challenges related to the preparation, launch, and implementation of ALMA by facilitating the exchange of common solutions across the following topics:

### Finance/Simplified cost options (SCO)/Delegated Act:

Financial implementation remained a key area of focus, as the characteristics of ALMA's target group and the diversity of national/regional implementation contexts highlighted the need for discussing working funding approaches. The Network addressed issues related to project budgeting, the eligibility of activities, and the exchange of implementation practices, including the use of the ALMA Delegated Act<sup>4</sup>, simplified cost options (e.g. unit costs), financing not linked to costs, real cost models, and mixed funding schemes. **An updated overview of ALMA funding schemes** was collected in the ALMA Network MS Teams Channel<sup>5</sup>.

1 More information is available at <https://ec.europa.eu/social/main.jsp?catId=1549&langId=en>

2 [ALMA Network - SI+](#)

3 In 2026, 75 members from 16 Member States (BG, CZ, DE, ES, FR, GR, HR, IT, LV, MT, PL, PT, RO, SE, SI, SK).

4 [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L\\_.2022.286.01.0001.01.ENG](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L_.2022.286.01.0001.01.ENG)

5 [SCO & funding schemes - existing ALMA Calls\\_20.01.2026](#)

## Evaluation of soft outcomes

The ALMA Network initiated structured discussions on soft indicators based on existing evaluation materials and practical methodologies used by Network members. **An overview of methods and tools**<sup>6</sup>, with a particular focus on key criteria for assessing soft outcomes and on capturing participants' 'distance travelled', was addressed as a core element of ALMA's impact on the most vulnerable target groups. Despite national and regional differences, members agreed on the need for a common basic evaluation framework and shared tools to strengthen the evidence base, enable the collection of results, and support political communication.

## Communication and dissemination

Communication and dissemination emerged as strategic priorities within the ALMA Network to strengthen ALMA's visibility, promotion, and long-term sustainability. The Network identified the need for clear target-group messaging for successful outreach and a stronger focus on communicating results to key stakeholders and a wider audience. Results are disseminated via the ESF+ SI+ Initiative website/ALMA Network section<sup>7</sup> which was improved with the input and help of the subgroup. The ALMA Steering Group developed a **draft ALMA Position Paper** presented at the ALMA EU-level Call High-level event in December 2025 to reach a wider audience and to further encourage Member States to implement ALMA.

## Most vulnerable NEETs

A clear **definition of the 'most vulnerable NEETs'** is essential for the implementation of ALMA, with a target group definition specified at national or regional level while remaining aligned with ALMA's core activities; clear inclusion and exclusion criteria are required to prevent creaming effects and safeguard ALMA's distinct identity. Discussions focused on social inclusion, outreach, motivation, and retention of the target group, including implications for project design.

## Launching and drafting ALMA calls

The ALMA Network supports its members in preparing, launching, and implementing ALMA calls. It addresses concrete implementation challenges, drawing on experiences from regions with established calls and discussing ALMA specific guidance elements such as the overall framework, finances, timelines, application and selection procedures, project support mechanisms, and the definition of the ALMA phases. **A comprehensive overview providing key information on national/regional ALMA calls/projects launched** under national or regional ESF+ Programmes 2021–2027<sup>8</sup> has been compiled.

## Transnational cooperation

The ALMA Network confirmed the strong added value of transnational and national cooperation, while identifying the need to further clarify specific technical aspects, such as work-related learning experiences and cooperation agreements. The **integration of ALMA into the SIM Database**<sup>9</sup> supported by a dedicated network subgroup following the co-design principle aims to facilitate to support structured cooperation between sending and hosting organisations. In addition, members exchanged good practices and implementation experiences, including on legal conditions and follow-up support mechanisms, to strengthen operational clarity and facilitate participants' transition to employment or further education.

A table listing ALMA Network events and outputs is enclosed **in the Annex** at the end of the document.

## Results:

At the beginning of 2026, **eight Member States are implementing ALMA calls/projects** under their national/regional ESF+ programmes: Bulgaria, Germany, Czechia, Italy (Calabria), Malta, Slovenia, Spain (Andalusia, Catalonia, Galicia and Murcia), and Poland (Lubelskie, Podkarpackie, Śląskie, and Świętokrzyskie). The total budget dedicated to ALMA during the current MFF 2021–2027 is **EUR 174.7 million**.

The total number of NEETs that are/will be targeted through ALMA during the current MFF is **7966**.

Other regions and Member States, including Greece, Croatia, Italy (Emilia-Romagna), Slovakia, Portugal, Spain (Valencia), and Poland (Opolskie), plan to launch regional/national programmes<sup>10</sup>.

6 Overview of the Evaluation examples

7 <https://socialinnovationplus.eu/>

8 <https://socialinnovationplus.eu/network/alma/>

9 Social Innovation Match | European Social Fund Plus

10 Planned ALMA Calls in EU Member States - SI+

With the ALMA EU-level call under indirect management, 28 transnational projects involving entities from 15 Member States (Austria, Bulgaria, Czechia, France, Germany, Greece, Italy, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Spain, and Sweden) were funded with EUR 11 million from the ESF+ and implemented between 2023 and winter 2025. These projects targeted around 800 NEETs.

## Main Priorities for 2026 and Work Programme Activities

Based on the results of a survey and an interactive session during the 13th ALMA Network meeting analysing and discussing participants' needs (Brussels, December 2025), the following specific topics/work packages will be continued in 2026:

Topics/Specifications	Activities/Good practice/Outputs
<b>Most vulnerable NEETs</b> Definition of the most vulnerable NEETs for ALMA implementation, including inclusion and exclusion criteria. Addressing the impact of outreach and motivation on the target group composition during all ALMA phases.	<ul style="list-style-type: none"> <li>- Need for a clear definition of the most vulnerable target groups, standardisation of minimum characteristics of 'most vulnerable NEETs', with emphasis on social inclusion.</li> <li>- Define methods for outreach and good practices for engaging and retaining the most vulnerable target groups, including exchanges with other ESF+ Communities of Practice.</li> </ul>
<b>Evaluation/Measurement of soft outcomes</b> Measurement/assessment of the distance travelled by the target group, alongside the need to further develop methodologies for how and when to collect and analyse relevant data.	<ul style="list-style-type: none"> <li>- Working on an evaluation framework for measuring soft outcomes in ALMA, applicable in different national and regional contexts, to strengthen evidence, enable the comparability of results, and support political communication.</li> <li>- Learning from and sharing various national evaluation approaches and exchanging with other ESF+ Communities of Practices to enhance shared knowledge about effective evaluation methods for vulnerable groups.</li> </ul>
<b>Finance/Use of SCO/EU Delegated Act</b> Continued analysis and comparison of existing funding schemes to discuss common standards and guidance, highlighting data-based proposals for improvement, including possible schemes for future funding periods.	<ul style="list-style-type: none"> <li>- Continuously updated overview of funding schemes for ALMA calls and guidance based on good practices for projects launched by Network members.</li> <li>- Further discussion on the ALMA Delegated Act and simplified cost options with other relevant actors and in light of the support intensity required by the most vulnerable target groups.</li> <li>- Preparation of ALMA inputs for the post-2027 EU budget and for the establishment of an ALMA financing support logic.</li> </ul>
<b>National and Transnational Cooperation</b> National and transnational partners, technical and operational issues, agreements, and role clarity need to be addressed to develop practical solutions.	<ul style="list-style-type: none"> <li>- Use of support tools such as the SIM Database for partner search and transnational cooperation, and other practical materials.</li> <li>- Sharing good practices in support of cooperation in challenging or difficult implementation phases.</li> </ul>

<b>Launching/Drafting calls</b> Practical guidance on key challenges and potential solutions, with emphasis on creating space for individual questions, discussions, and problem-solving on call designs.	<ul style="list-style-type: none"> <li>- Continued provision of an overview of ALMA calls on the ALMA website and continued engagement of Member States and regions, including those where call launches are delayed.</li> <li>- When needed, discussions on problem-solving regarding drafting and launching ALMA calls taking into account good practice examples and practical guidance.</li> <li>- Sharing good practice while preparing national/regional ALMA calls.</li> </ul>
<b>Dissemination/Communication</b> Sharing communication and dissemination strategies for outreach to participants and key stakeholders, for promoting ALMA at different levels, and demonstrating its results, with a focus on long-term sustainability and continuation of the ALMA initiative beyond 2027.	<ul style="list-style-type: none"> <li>- Reinforcing EU-level dissemination of ALMA results through political outreach.</li> <li>- Development and implementation of an ALMA advocacy and communication strategy involving all relevant stakeholders.</li> <li>- Collecting interactive participant-related content on the ESF+ SI+ website, including the results of the ALMA EU-level call.</li> <li>- Regular updates on national/regional ALMA calls and collection of national/regional calls/projects on the ALMA section of the ESF+ SI+ website.</li> <li>- Sharing good practice examples of communication and dissemination strategies and products for outreach to participants and key stakeholders.</li> </ul>
<b>Future scenarios of ALMA</b> Continuous strategic reflection to ensure that ALMA can operate in a changing policy and funding environment, and a proactive preparation for the next funding period to position ALMA sustainably beyond 2027.	<ul style="list-style-type: none"> <li>- Preparation of a Network Position Paper, outlining ALMA's core principles, objectives, and identity, its relationship with Erasmus+, possible funding options, and a potential shared management model.</li> <li>- Strengthened political anchoring of ALMA through systematic information and outreach to key stakeholders.</li> <li>- Discussion on possible future scenarios for ALMA with a focus on maintaining ALMA's identity and core elements in any possible future scenario.</li> <li>- Further activities including promotion and links to CoPs, National Agencies regarding Erasmus+, and other EU initiatives to explore possible synergies.</li> </ul>

## Event Calendar

The Work Programme 2026 foresees five Network meetings/events, in addition to the Social Innovation Forum:

Date	Title	Format	Topics/Options
27 February 2026	14th ALMA Network meeting	online	<ul style="list-style-type: none"> <li>- Network news (Steering Group, proposed topics for subgroups and working groups)</li> <li>- Work Programme 2026</li> <li>- Thematic focus – political/strategic dialogue/ Position Paper</li> <li>- Presentation of insights from the results of the ALMA EU-level call evaluation</li> <li>- Other topics to be defined according to the Work Programme 2026 and participants' needs</li> </ul>

May/June 2026	15th ALMA Network meeting	on-site, in COUNTRY (TBC)	<ul style="list-style-type: none"> <li>- Updates on ongoing activities; topics to be defined</li> <li>- Main topic: target group, outreach strategies, and soft outcomes evaluation</li> <li>- Topics to be defined according to the 2026 Work Programme and participants' needs</li> </ul>
21–30 September 2026 (TBC)	16th ALMA Network meeting	online	<ul style="list-style-type: none"> <li>- Updates on ongoing activities (mobility programmes, work packages, and other follow-ups)</li> <li>- Main topic: SCO – discussion of specific questions, different funding schemes; social return on investment (SROI)</li> <li>- Topics to be defined according to the Work Programme 2026 and participants' needs</li> </ul>
October 2026 (TBC)	Social Innovation Forum	on-site, Brussels	
mid November 2026	17th ALMA Network meeting combined with the Community of Practice on Employment, Education and Skills	on-site, Czechia (TBC)	<ul style="list-style-type: none"> <li>- Study Visit to an ALMA project</li> <li>- Main topic: Innovative forms of work-based training for vulnerable young people</li> <li>- Other topics to be defined according to the Work Programme 2026 and participants' needs</li> </ul>
7–15 December 2026 (TBC)	18th ALMA Network meeting	online	<ul style="list-style-type: none"> <li>- Updates ongoing activities (mobility programmes, work packages, and other follow-ups)</li> <li>- Dissemination/communication strategy, promotional campaign</li> <li>- Reflections on the work done in 2026</li> <li>- Discussion of topics for the Work Programme 2027 and ALMA's future post-2027, comments, and suggestions</li> <li>- Other topics to be defined according to the Work Programme 2026 and participants' needs</li> </ul>

*If there are any changes to the dates, members will be notified promptly.*

Depending on the subject, meetings can take the form of learning sessions/workshops, action learning sets<sup>11</sup>, peer learning or peer-to-peer-training, study visits, etc.

Network members have expressed a strong preference for study visits involving different stakeholders such as participants, project operators, and companies, as well as interactive settings based on case studies, peer-review, and knowledge transfer, and more room and enough time for discussions during the Network meetings.

Further activities include the promotion of ALMA (information sessions) and links to CoPs, Erasmus+, and other EU initiatives to explore possible synergies.

<sup>11</sup> Practical peer support from members for a specific problem/challenge that one of the partners might have, helping them develop an action plan to solve it.

## Dissemination of results

Reports of the Network's meetings (summary, actions planned, next steps, etc.) and ongoing activities will be shared with Network members via email and in the internal ALMA section of the [ALMA Network MS Teams channel](#)<sup>12</sup>.

Information on ALMA calls launched by Network members, final evaluation results of the ALMA EU-level call, general information, including upcoming events, and highlights of the events for a wider audience will be published on the ESF+ SI+ Initiative website/ALMA Network section<sup>13</sup>. Information will also be published on the EC's ALMA websites<sup>14</sup>.

## Teamwork organisation and logistics

In general, the ALMA Network members remain collectively responsible in close collaboration with the Network coordinator, EC representatives, and the thematic experts for all decisions concerning the ALMA Network, the Work Programme(s), and all activities and meetings.

The European Competence Centre for Social Innovation and the ALMA Network coordinator will function as a secretariat and provide organisational and technical support for the Network's activities.

A Steering Group<sup>15</sup> composed of the ALMA Network coordinator, EC representatives, thematic experts, and representatives of the ALMA Network, discusses regularly the progress of the ALMA Network's activities and collect valuable ideas and suggestions for the activities, reflecting members' needs and expectations. It also proposes adjustments, when necessary, with the aim of fostering stronger engagement and a sense of ownership among ALMA Network's members (see Steering Group guidelines).

In 2025, four thematic sub-groups — (1) ALMA Partner Search Database, now included in the SI+ SIM Database; (2) Communication/Dissemination; (3) SCO/Finances; and (4) Evaluation/Soft outcomes — carried out the activities. They have proven to be very valuable for deeper discussions and understanding of complex key questions. Thus, for 2026, an additional group focusing on 'target group and outreach' and/or 'the future of ALMA' could be useful, as these remain key issues.

The ALMA Network thematic experts will be responsible for preparing and revising Work Programmes, and organising Network activities (content, priorities, agendas, etc.) in close collaboration with the Network coordinator, EC representatives, Steering Group, and Network members.

## Work schedule for 2026

Time	Activities/ Meetings	Output/Follow-up
27 February 2026	14 <sup>th</sup> ALMA Network meeting (online). Update on ongoing activities, presentation of the final Work Programme 2026, presentation of insights from the results of the ALMA EU-level Call evaluation.	<ul style="list-style-type: none"><li>- Summary report.</li><li>- Final Work Programme 2026.</li></ul>
May/June 2026	15 <sup>th</sup> ALMA Network meeting in COUNTRY (TBC) (on-site). Internal meeting on the main topic of the target group, outreach strategies, and study visit.	<ul style="list-style-type: none"><li>- Summary report.</li><li>- First version of a scheme/guidance with ALMA-specific key elements (framework, timeline, application process, selection criteria, support to projects) updated, if necessary.</li></ul>

<sup>12</sup> [ALMA Network MS Teams channel](#)

<sup>13</sup> <https://socialinnovationplus.eu/network/alma/>

<sup>14</sup> [https://employment-social-affairs.ec.europa.eu/policies-and-activities/skills-and-qualifications/alma-active-inclusion-initiative-young-people\\_en](https://employment-social-affairs.ec.europa.eu/policies-and-activities/skills-and-qualifications/alma-active-inclusion-initiative-young-people_en); <https://european-social-fund-plus.ec.europa.eu/en/how-to-make-alma-work>

<sup>15</sup> [Steering-group-guidelines\\_ALMA-Network.pdf](#)



Summer 2026	Preparatory work for the Social Innovation Forum in October 2026 (TBC) (on-site), Brussels.	Concept note for ALMA Network contribution to the event.
21–30 September 2026	16 <sup>th</sup> ALMA Network meeting (online). Updates on ongoing activities. Main topic: SCO – discussion of specific questions; different funding schemes; social return on investment (SROI).	Report (summary, actions planned, next steps).
October 2026 (TBC)	Social Innovation Forum (on-site), Brussels.	Summary report of ALMA Network contribution to the event.
November 2026 (TBC)	17 <sup>th</sup> ALMA Network meeting combined with the Community of Practice on Employment, Education, and Skills (on-site), Czechia (TBC). Shared topics include innovative forms of work-based training for vulnerable youth.	<ul style="list-style-type: none"> <li>- Summary report.</li> <li>- Report on ALMA specific learnings.</li> </ul>
7–15 December 2026 (TBC)	18 <sup>th</sup> ALMA Network meeting (online). Preparation of the draft Work Programme 2027 and its finalisation, including comments/suggestions from Network members.	<ul style="list-style-type: none"> <li>- Co-creation of the Work Programme 2027 with participants.</li> <li>- Draft Work Programme 2027.</li> </ul>

## Annex I

### Achievements and Outputs of ALMA Network 2023–2025

<b>1<sup>st</sup> Network meeting on 20 April 2023 (online)</b> <ul style="list-style-type: none"> <li>- Establishment of the Network &amp; working procedures</li> <li>- Initial Work Programme 2023/2024</li> <li>- Presentation of ALMA measures by members and the ALMA EU-level call</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- <a href="#">Final Work Programme 2023</a></li> <li>- <a href="#">ALMA Partner Search Database</a></li> </ul>
<b>2<sup>nd</sup> Network meeting on 19–20 June 2023 in Berlin Combined with the Kick-off event of the German Juventus Programme</b> <ul style="list-style-type: none"> <li>- Practice-oriented internal sessions of the Network</li> <li>- First-hand experiences and meetings with German project operators</li> <li>- Study visit to a German project operator</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- <a href="#">Survey</a> 'The state of play of ALMA calls in Member States/regions' and <a href="#">results</a></li> <li>- <a href="#">Highlights</a></li> </ul>
<b>3<sup>rd</sup> Network meeting on 9 November 2023 (online)</b> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities in Member States and the ALMA EU-level call</li> <li>- Discussion on the ALMA target group of the most vulnerable NEETs</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Overview 'Timeline of national/regional calls'</li> </ul>
<b>4<sup>th</sup> Network meeting on 5 December 2023 in Milan Joint activity with beneficiaries of the ALMA EU-level call</b> <ul style="list-style-type: none"> <li>- Internal sessions (SCO's/ALMA Delegated Act and the key elements for drafting ALMA calls)</li> <li>- Joint sessions and Panel discussion on core elements of transnational cooperation/mobility in ALMA – good practices from ALMA Network members</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Scheme with ALMA-specific key elements for drafting calls (framework, timeline, application process, selection criteria, support to projects)</li> <li>- <a href="#">Highlights</a></li> </ul>
<b>5<sup>th</sup> Network meeting on 6 February 2024 (online)</b> <ul style="list-style-type: none"> <li>- Draft Work Programme 2024 and support tools</li> <li>- ALMA Handbook</li> <li>- Breakout sessions to share members' insights according to the WP, future activities, and Network topics</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- <a href="#">Final Work Programme 2024</a></li> <li>- <a href="#">ALMA Handbook</a></li> </ul>
<b>6<sup>th</sup> Network meeting on 23–24 April 2024 in Malaga Joint activity with beneficiaries of the ALMA EU-level call</b> <ul style="list-style-type: none"> <li>- Internal sessions (overview of funding schemes of existing ALMA calls and discussion on different kinds of funding schemes)</li> <li>- Joint sessions with project operators from Germany, Sweden, Czechia, and Spain, and workshop with project operators from Spain</li> </ul>	<b>Results/Outputs</b> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Overview of funding schemes of ALMA calls/projects</li> <li>- <a href="#">Highlights</a></li> <li>- <a href="#">Video</a></li> </ul>

<p><b>7<sup>th</sup> Network meeting on 26–27 June 2024 in Prague</b></p> <ul style="list-style-type: none"> <li>- Internal sessions (SCO and other types of ALMA funding schemes, introduction to the work package ‘Measuring soft outcomes/soft indicators’)</li> <li>- Meeting and panel discussion with project operators and target group from Czechia</li> <li>- Study visit to <a href="#">JURTA</a>, <a href="#">O.P.S.</a></li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Overview of funding schemes of existing or planned ALMA calls/projects</li> <li>- <a href="#">Highlights</a></li> </ul>
<p><b>8<sup>th</sup> Network meeting on 19 September 2024 (online)</b></p> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities by Network members (new calls launched in Podkarpackie Region (Poland) and Catalonia (Spain))</li> <li>- Updates on national and regional calls/projects templates, ALMA Manual of Guidance, ALMA Partner Search Database/ SIM Database</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Draft template for national/regional calls/projects</li> </ul>
<p><b>Social Innovation Forum on 1–2 October 2024 in Brussels/Two ALMA workshops</b></p> <ol style="list-style-type: none"> <li>1. ALMA Network Workshop Focusing on the work done so far, discussing challenges and key findings, identifying gaps and future steps to improve ALMA projects</li> <li>2. Combined ALMA Network and CoP Social Innovation Workshop Sharing Success-Scaling up Social Innovation across Europe.</li> </ol>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- Summary reports</li> <li>- ALMA project template for combined workshop</li> <li>- Review of the ALMA 2024 Work Programme and first ideas for the next ALMA 2025 Work Programme</li> </ul>
<p><b>9<sup>th</sup> Network meeting on 26–27 November 2024 in Athens</b></p> <ul style="list-style-type: none"> <li>- Internal session (overview of key criteria for the definition of soft indicators and methods/tools for measurement, discussion of topics and ways of working for the 2025 Work Programme)</li> <li>- Panel discussion with an ALMA project operator and participants from Greece</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- Summary report of the event</li> <li>- Draft Work Programme 2025</li> <li>- Updated Manual of Guidance</li> <li>- Template for national/regional calls/projects</li> <li>- Structure for ALMA Partner Search Database/SIM Database identified</li> <li>- <a href="#">Highlights</a></li> </ul>
<p><b>Establishment of the ALMA Network Steering Group</b></p> <p>The Steering Group serves a two-year term (2025-2026). It supports the work of the ALMA Network by providing knowledge and experience for the Work Programme and associated activities of the Network.</p>	<p><b>Results/Outputs</b></p> <p><a href="#">ALMA Network Steering Group guidelines</a></p>
<p><b>10<sup>th</sup> Network meeting on 6 February 2025 (online)</b></p> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities by Network members (introduction of the Steering Group and a new expert)</li> <li>- In-depth discussion of the ALMA Work Programme 2025 and the formation of the four thematic subgroups: (1) ALMA Partner Search Database (now included in the SI+ SIM Database), (2) Communication/Dissemination, (3) SCO/ Finances, (4) Evaluation/Soft outcomes</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Summary report of the event</a></li> <li>- Draft template for national/regional calls/projects</li> <li>- <a href="#">Final Work Programme 2025</a></li> </ul>

<p><b>11<sup>th</sup> Network meeting on 27 March 2025 (online)</b></p> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities by Network members and updates of the sub-thematic groups</li> <li>- Presentation of a practical evaluation tool and the results of the ALMA EU-level call questionnaire (EC)</li> </ul>	<p><b>Results/Outputs</b></p> <p><a href="#">Summary report of the event</a></p>
<p><b>Final ALMA organisation template on SIM Database on 25 April 2025</b></p> <p>The final version of the ALMA organisation profile template has been developed and agreed by ALMA Partner Search Database Subgroup members. It incorporates members' feedback and suggestions for the crucial information needed to find suitable partners for the ALMA project</p>	<p><b>Results/Outputs</b></p> <p>Agreement to integrate ALMA Partner Search Database into the EC SIM database and to stop using the existing database on ESF+ SI+ website. The 'Case study' filter on the organisation side and three additional fields to provide more information about potential project operators are included in SIM, according to the information specified <b>in the final template</b>, which is available on the internal ALMA section of the <a href="#">ALMA Network MS Teams channel</a></p>
<p><b>12<sup>th</sup> Network meeting on 27–28 May 2025 in Barcelona</b></p> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities by Network members and updates of the sub-thematic groups</li> <li>- Presentation on outreach and communication strategy study visit with participants and project operators</li> <li>- Interactive session on launching and drafting calls</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Summary report of the event</a></li> <li>- <a href="#">Highlights and video</a></li> </ul>
<p><b>ALMA Network Steering Group Meeting on 28 May 2025 in Barcelona</b></p> <ul style="list-style-type: none"> <li>- Setting priorities for the Network's activities for the second half of 2025</li> <li>- Preparation for ALMA High-level event and Social Innovation Forum 2025</li> </ul>	<p><b>Results/Outputs</b></p> <p>Review of the planned activities for 2025, agreement on next steps and discussion of preliminary topics for the 2026 Work Programme</p>
<p><b>Final template 'ALMA national/regional calls/projects launched under national or regional ESF+ programmes 2021–2027' presented in September 2025</b></p> <p>This document is intended to collect information on published ALMA calls in Member States/regions provided by Network members.</p>	<p><b>Results/Outputs</b></p> <p>Map of launched ALMA national/regional calls in Member States/regions, published and regularly updated on the ESF+ SI+ website<sup>16</sup></p>
<p><b>Final template 'Planned ALMA calls in Member States/regions' presented in September 2025</b></p> <p>This document was intended to collect information on planned ALMA calls in Member States/regions provided by Network members.</p>	<p><b>Results/Outputs</b></p> <p>Map of planned ALMA national/regional calls in Member States/regions, published and regularly updated on the ESF+ SI+ website<sup>17</sup></p>

<sup>16</sup> <https://socialinnovationplus.eu/network/alma/>

<sup>17</sup> <https://socialinnovationplus.eu/network/alma/>

<p><b>Social Innovation Forum on 1–2 October 2025 in Brussels/Two ALMA workshops</b></p> <ol style="list-style-type: none"> <li>1. ALMA Network workshop ‘Evaluation featuring key findings and practical examples from ALMA Network members on measuring soft outcomes’ Focusing on the work done in the thematic subgroup on evaluation, providing an overview on evaluation tools used in ALMA</li> <li>2. ALMA Network workshop ‘Successful approaches to impact evaluation for NEETs from outside the ALMA Network’ Sharing successful attempts and methods of evaluation. Presentation of the evaluation tool ‘<i>My Journey</i>’ by POBAL (Ireland)</li> </ol>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Summary report of the event</a></li> <li>- <a href="#">Presentation from the ALMA Network workshops</a></li> <li>- <a href="#">Highlights</a></li> <li>- <a href="#">Recordings of the event</a></li> </ul>
<p><b>ALMA High-level event ‘The ALMA Journey: Results, Reflections, and Road Ahead’ in cooperation with ALMA Network on 2 December 2025 in Brussels</b></p> <ul style="list-style-type: none"> <li>- Emphasising the value added and highlighting the impact of ALMA in Europe</li> <li>- Presentation of the results of the ALMA EU-level call</li> <li>- Facilitation of discussions and networking with ALMA project operators, ALMA Network members, and other relevant representatives</li> <li>- Raising awareness of the value added of ALMA vis-à-vis Member States who are not yet implementing</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Highlights</a></li> <li>- <a href="#">Recording of the event</a></li> <li>- <a href="#">Voices of ALMA: Living the ALMA Journey</a></li> <li>- <a href="#">ALMA Impact: Watch the ALMA EU-level Call Project Stories</a></li> <li>- <a href="#">ALMA Impact: ALMA EU-level Call Interim Results</a></li> </ul>
<p><b>13<sup>th</sup> Network meeting on 3 December 2025 in Brussels</b></p> <ul style="list-style-type: none"> <li>- Updates on ongoing ALMA activities by Network members and updates of the sub-thematic groups</li> <li>- Preparation of the 2026 Work Programme, discussion on ALMA Position Paper</li> </ul>	<p><b>Results/Outputs</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Summary report of the event</a></li> <li>- <a href="#">Draft ALMA Position Paper</a></li> <li>- <a href="#">Highlights</a></li> </ul>

*Note:* A summary report is drawn up following each event. All results and outputs are available to ALMA Network members on the [ALMA Network MS Teams channel](#). The results available for publication are presented on the [ESF+ SI+ Initiative website](#).

